



University Hospitals Sussex  
NHS Foundation Trust

# Research and Innovation Strategy

2023-2028



# Contents

Foreword	3
Our True North goals	4
Why research and innovation matters	5
Our research and innovation journey	6
Principles for the development of our research and innovation	7
Patient Experience	8
Quality	9
Our People	10
Sustainability	11
Systems and Partnerships	12
Research and Innovation	13
Next steps	14

# Foreword

Welcome to our Research and Innovation Strategy that sets out our ambitions to grow research and innovation over the next few years. We recognise that research and innovation are the most powerful means by which we can improve the care we provide, and this strategy sets out our plans to offer all patients and staff the chance to join in with high quality research and innovation.

Research and innovation are key to the success of a teaching hospital. Hospitals with a strong culture of research and innovation deliver better care, better outcomes and better experiences. Building on this principle, our strategy was informed by listening to what our patients have told us, what our clinical leaders think, the strengths of our NHS and academic partner organisations, and the health and wellbeing needs of our local population.

We've used our Patient First continuous improvement approach to identify what changes we want to prioritise first. We are committed to ensuring that clinical research and innovation are placed at the heart of patient care across the Trust, making participation as easy as possible and ensuring all health and care staff feel empowered to contribute. Our high quality research and innovation will be relevant to our patients and staff. We will work with our partners across Sussex to ensure equal access to the benefits of health and care research and innovation for all.



**Dr. George Findlay**  
Chief Executive



**Professor Katie Urch**  
Chief Medical Officer

# Our True North goals

Our Research and Innovation Strategy is firmly embedded in our continuous improvement approach of 'Patient First'. We use the Patient First triangle to explain how our approach works. This starts with the purpose, mission and values of our Trust where our core focus is the patient first and foremost, as well as striving to achieve 'excellent care, every time' and the ideals that guide everything we do.

In 2022, recognising the central importance of research and innovation as a driver of continuous quality improvement, we added Research and Innovation to the True North strategic themes which are integral to everything we do:

- Patient Experience
- Quality
- Our People
- Sustainability
- Systems and Partnerships
- Research and Innovation

The strategy will describe the actions we plan to take to provide all patients and staff the opportunity to participate in high-quality research, including working with partners across Sussex to ensure equality of access to the benefits of research and innovation for the whole population.



R&I Strategy summary version

# Why research and innovation matters

We do research to improve treatments, diagnosis, prevention of disease and delivery of services: the national response to Covid-19 made this link clearer for everyone to see. We already know a lot about health, diseases and medicines in the NHS, but there is so much more to find out.

Patients at research active hospitals experience a better quality of care, greater confidence in care decisions and are more informed about their conditions and medication. We ensure our care is based on quality evidence; we learn from our practice and generate research answers and innovations which are shaped by the needs of our patients and services.

Collaborative working enhances the uptake of research and innovation findings in to practice, and improves health outcomes for patients in the NHS today and across future generations. The creation of integrated care services in the NHS gives us the ability to work more successfully with other NHS organisations, universities and commercial partners in our region.

Research and innovation provide opportunities for professional growth for our staff. They also increase collaboration, the wider spread of knowledge and career opportunities. Research and innovation can supplement workforce recruitment and retention strategies by making staff happier and more engaged.

Research and innovation bring economic benefits to the NHS and the wider population. They can help to reduce healthcare costs, meaning the NHS can provide more cost effective care and therefore help to target resources where they are most needed.

The more people who take part in research, the faster progress we can make to improve health and care. So we must make it as easy as possible for our staff, patients and the public to learn about clinical research and to take part. Additionally, empowering patients and the public to shape research and innovation maximises the potential for the work to directly improve the quality of the care our patients receive.



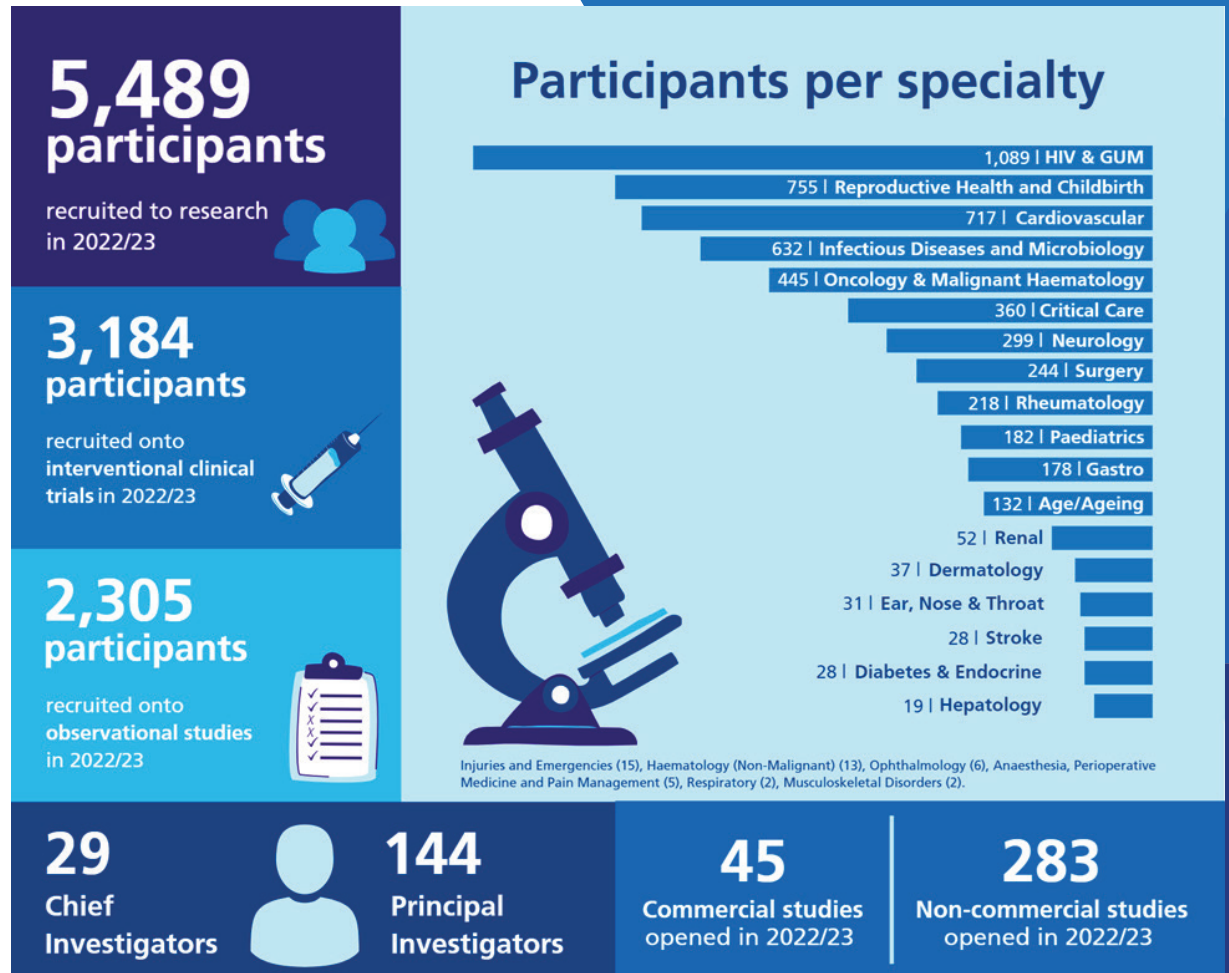
# Our research and innovation journey

We are one of the largest acute NHS trusts in the country with a strong track record of success in clinical research. We are the largest contributor of participants to national research studies in Kent, Surrey and Sussex and have recruited over 5000 participants to trials and observational studies through our Research and Innovation Department in the last twelve months. We also lead research which is recognised as nationally and internationally excellent.

We have excellent patient and public involvement in our research, with a focus on engaging diverse and underserved populations in our work. Our Research and Innovation Strategy addresses the distinctive demographics and diverse needs of our local population including the inequalities in health outcomes they experience. It will ensure that we are best placed to meet the changing needs of the population we serve into the future.

Core to our success has been our relationship with the Brighton and Sussex Medical School and other local university partners like the University of Brighton, University of Sussex and University of Chichester. We will continue to grow the excellence of our research through building on the strengths of our academic partners and through our Integrated Care System and the Brighton and Sussex Health Research Partnership.

Supporting our workforce, at any stage in their careers, to develop their research has been a strength of our research journey. We have partnered in national initiatives and led local ones to support staff across all clinical professions to embark on widening their research knowledge and skills to transform care through quality improvement, research and innovation.



Participation in Research at UH Sussex 2022-23

# Principles for the development of our research and innovation

The following set of principles, framed within our six True North themes, have been developed with partners and patients to underpin our strategy and guide its delivery.

True North	Principle
Patient	<p><b>Inclusive:</b> meaningful, impactful and measurable for all our patients, taking the diverse needs of our population into account.</p> <p><b>Patient-centred:</b> ensuring our research and innovation improves the quality of care and services for our patients and the wider population addressing inequalities of access to our services and to the benefits of our research and innovation.</p>
Quality	<p><b>Aligned:</b> focusing on improving the quality of patient care, supporting the Trust's strategic priorities, wider continuous improvement methodology and the clinical services we deliver.</p> <p><b>Patient-centred:</b> addressing the needs of all our services, including emergency, elective and specialised tertiary services.</p>
Our people	<p><b>Embedded:</b> research and innovation being part of 'business as usual' for the Trust, embedded at the point of patient care.</p> <p><b>Multi-professional:</b> realising the potential of our multi-professional workforce to develop and deliver research.</p> <p><b>Inclusive:</b> ensuring all staff have the opportunity to contribute to research and innovation.</p>
Sustainability	<p><b>Resourced:</b> ensuring development of the physical and human infrastructure that underpins what we do.</p> <p><b>Streamlined:</b> harnessing the growing digital maturity of the Trust to ensure our research is efficient and empowered by data and digital tools.</p>
Systems and partnerships	<p><b>Integrated:</b> ensuring we play our part in health and care research across Sussex, collaborating to address shared population health priorities and benefiting from the synergies that arise from coordinating research and innovation across regional NHS and academic partners.</p>
Research and Innovation	<p><b>Distinctive excellence:</b> establish and communicate the impact of the health and care research we do to build our national and international reputation for research and innovation.</p>

The strategy will also drive our wider Trust values of compassion and communication, inclusion and respect, teamwork and professionalism.

**R&I Strategy summary version**

# Patient Experience



All our patients will have the opportunity to participate in high quality research and innovation which is relevant to them.

## Overarching aim

Our aim is for all our patients to have equal, easy access to participation in high-quality research and innovation which is relevant to them, enhancing their health, wellbeing and the care they receive.

## By 2028 we will ensure that:

1. Our patients are aware of the importance of clinical research and the potential benefits to patients.
2. We have substantially grown the number and range of studies we offer across our clinical services to ensure patients are routinely invited to participate in high quality research which is relevant to them.
3. Information about research studies is easily and routinely available to our patients in an appropriate and accessible manner.
4. Patient and public engagement runs throughout our research and innovation development and delivery.
5. We will design our research to maximise the impact for our patients and local population.

## The changes we will see by 2028:

1. Increased number of high impact studies and number and diversity of participants recruited to those studies across all clinical areas.
2. Increased patient awareness of research and innovation, and increased positive patient experience of participation in research.
3. Growth in contribution of our patients and public to our research programmes.



# Quality



**Our research and innovation will drive up the quality of care we provide and address the wider health needs of our local population.**

## Overarching aim

Our research and innovation will drive up the quality of care we provide and address the wider health needs of our local population, particularly addressing health inequalities and underserved populations. We will work to drive the best outcomes for patients.

## By 2028 we will ensure that:

1. We have maximised the benefit to our patients of being treated by a research active NHS organisation.
2. Our research and innovation is clearly linked to the Trust's quality improvement programme ensuring it drives up quality of care that we provide.
3. Our patients have greater access to cutting edge treatment options available within clinical trials.
4. We have substantially increased the proportion of the research we do which is locally led, building on the priorities of our patients, staff and services.

## The changes we will see by 2028:

1. Grown our research outputs, in number and quality of peer-review research publications by Trust staff.
2. Grown the impact of our research and innovation output on patient care.

# Our People



**All our staff will have the opportunity to contribute to high quality research and innovation which is relevant to them.**

## Overarching aim

All staff have the opportunity and equality of access to contribute to high-quality research and innovation which is relevant to them and enhances the health, wellbeing and care they provide. We will contribute to making UHSussex a great place to work.

## By 2028 we will ensure that:

1. Our staff understand the importance and far-reaching benefits of research.
2. Our staff feel confident to discuss and support patients to participate in research.
3. Our organisational leaders have facilitated a research-positive culture empowering colleagues to lead, support or become involved in research.
4. Research and innovation roles are incorporated into job plans across our multi-professional workforce.
5. There is inclusive access to research career development opportunities.
6. Embedding research and innovation in roles is helping us to attract and retain our workforce.

## The changes we will see by 2028:

1. Increased number of staff who are research active.
2. See our staff benefitting from our research training and clinical academic career support.
3. Increased the amount of the research we do which is led by UHSussex.

# Sustainability



**We will grow our capacity for research and innovation making its delivery more streamlined, agile, environmentally sustainable and efficient; growing our commercial portfolio**

## Overarching aim

We will grow our capacity for research and innovation making its delivery more streamlined, agile, environmentally sustainable and efficient. We will also grow our commercial research portfolio to ensure that patients have the opportunity to benefit from cutting-edge treatments. We will make the most of our resources.

## By 2028 we will ensure that:

1. Study set-up and delivery processes have been streamlined to meet / exceed national benchmarks and ensure front-line staff are fully supported to deliver research embedded in care.
2. We have grown our commercial and early phase clinical trial portfolio significantly increasing income.
3. Processes for support and governance of innovation at the Trust are developed ensuring we both increase our innovation work and the commercial value of the intellectual property we create.
4. We will use research and innovation to support the Trust's vision for environmental sustainability.
5. We have developed our Clinical Research Facilities.

## The changes we will see by 2028:

1. Our research studies are set up and delivered efficiently to time and target.
2. Increased the number of innovation studies we deliver and the income generated.
3. Developed fit-for-the future Clinical Research Facilities.
4. Grown our commercial and early-phase research activity.
5. Grown our commercial and non-commercial research income.

# Systems and Partnerships



**We will work with NHS and academic partners across Sussex to build shared research and innovation infrastructure, capacity and collaboration**

## Overarching aim

We will work with NHS and academic partners across Sussex to build shared research and innovation infrastructure and capacity and collaborate to address shared strategic research and innovation priorities. We will contribute to the Trust's provision of accessible care.

## By 2028 we will ensure that:

1. We are a committed partner shaping the development and success of the Brighton and Sussex Health Research Partnership.
2. We are the acute NHS trust of choice in Sussex for collaborative clinical research.
3. We make highly valued and prominent contributions to national and international collaborations.
4. We have established strong links with commercial, charitable and academic partners to help our patients access the most promising new treatments and technologies.
5. We are capitalising on the opportunities of partnership working to build efficiency and capacity for research and innovation.
6. We are working strategically with the Integrated Care System and partners to address shared system-wide health and care research priorities.

## The changes we will see by 2028:

1. Contributing to system-wide research addressing population health priorities in Sussex.
2. Increased the support our researchers receive through the Joint Clinical Research Office (a partnership with ???) .
3. Grown the National Institute for Health and Care Research Capability Funding we receive.
4. Increased our collaborative research with other NHS and academic partners.
5. Grown our matched funding for shared research infrastructure across our partners.

# Research and Innovation



We will be a place where research and innovation is part of the organisational culture, which is recognised externally for its distinct and excellent contribution.

## Overarching aim

University Hospitals Sussex will be a place where research and innovation is part of the organisational culture, recognised externally for its distinct and excellent contribution. We will drive evidence-based improvement.

## By 2028 we will ensure that:

1. We have established an organisational culture in which research and innovation are seen as 'how we do things at UHSussex'.
2. We have grown a distinctive national and international profile for research and innovation excellence led by our investigators in areas where we have established research excellence, e.g. in cardiology, oncology, infection and paediatrics.
3. We have established new distinctive research and innovation excellence led by our investigators that builds on the needs of our patients and local population. We will ensure we align our work with the priorities and strengths of our NHS provider and university partners and address the challenges of the NHS long-term plan.

## The changes we will see by 2028:

1. Embedded an organisational culture of Research and Innovation at the Trust.
2. Improved the use of evidence-based practice across the Trust.
3. Demonstrated excellence in our research and innovation processes.
4. Built further evidence of the impact and recognition of our research and innovation nationally and internationally.



# Next steps

Our Patient First methodology will empower frontline teams to develop solutions and lead the change process as set out in the clinical team mission statements.

Overarching detailed workstream plans will be developed that set out the actions required for each area of delivery, with clear priorities and key performance indicators.

Research and innovation will be embedded into clinical operating model with divisional leadership and oversight. Divisions will have research and innovation growth plans and will report into the Divisional Strategy Deployment Review (SDR).

Our Research and Innovation Strategic Steering Group will oversee the proposals and how benefits will be made for our patients and staff.